

16 OCT 1964

PROBLEM

Determine whether it would be advisable to lower certain Agency maintenance requirements thereby avoiding recurring reimbursements being made to the General Services Administration (GSA).

ASSUMPTIONS

1. Maintenance and service standards now being met by GSA personnel in the Headquarters building will not be raised before fiscal year 1966 (see Attachment).
2. If the Agency requests special attention to certain areas of maintenance or service, GSA will contract for the work if reimbursement by the Agency is assured.
3. Offices now receiving special cleaning services would strenuously object or refuse to accept a discontinuation of those services.

FACTS BEARING ON THE PROBLEM

4. For more than five years the Medical Staff has had the full-time char services of a GSA employee. This employee reports for work two hours in advance of Medical Staff employees in order to change linen, make beds, sweep, mop and ready consultation rooms. Throughout the day she acts as a nursing aid in all respects except for patient contact and is responsive to immediate needs for assistance from clinicians, nurses and doctors. The Medical Staff formally requested this service which was approved on a reimbursable basis. Cost to the Agency is approximately \$10,800 annually and reimbursement is effected quarterly by means of work orders submitted to the Headquarters Building Manager by the Logistics Services Division, OL.

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5. From time to time special requirements for char service are levied on the Logistics Services Division. They consist of requests for rug shampooing, special waxing outside the Building Manager's cyclic schedule, window washing and furniture polishing. These unavoidable requests usually come from the offices of senior Agency officials. It has been the practice to budget approximately \$5,000 for such special and unanticipated requirements.
6. Since March 1963, special after-hours and Saturday cleaning have been done in Room 6H12 for the Office of Special Activities (OSA) and in Room 1K27 for the Office of Communications Signal Center. Four staff employees with SI clearances perform this overtime work of four hours on Monday, Wednesday and Friday in the Signal Center and four hours on Saturday for the Office of Special Activities. A total of 64 hours of overtime is used each week on this work.
7. Both of the subject areas are in operation 24 hours daily, every day of the year. When OSA personnel cleaned these areas it was necessary to close down operations partially and to escort the OSA char personnel. Complaints were received from both areas regarding poor cleaning performance and the Signal Center was particularly emphatic because of the large quantities of fine paper lint generated by perforators. This lint constituted a hazard to the equipment in the area.
8. On appeal for improved service from both elements concerned, the decision was made to use Logistics Services Division staff labor personnel with SI clearances. Exclusive of the initial and replacement costs of mops, brooms, buckets and buffing equipment, this service is costing approximately \$10,000 per year. The Office of Special Activities is reimbursing the Logistics Services Division for approximately one-fourth of this amount by means of adjustment vouchers on charges for detailed personnel.

#### DISCUSSION

9. Precedent of long standing exists in justification of the special char service being furnished the Medical Staff. Since its need was justified and approved, it became the responsibility of the Office of Logistics, as the Agency's designated liaison channel and point of contact with GSA, to provide and budget for the service. It would be possible for nurses and technicians to perform these char duties, but a loss of time from their primary

duties would result. No particular gain can be seen in hiring staff employees for this work, and the assignment of on-board staff employees on an overtime basis would not satisfy the need for continuously available char service during the day.

10. Unpredictable and periodic requests for special char service will continue to be generated. Justifications that will be furnished by the requesters will, in most instances, be irrefutable. It appears prudent to anticipate satisfying most of these requirements, and to do so will require an availability of funds budgeted and made available for just such purposes. An effort to save in this area of special services would be to take the position that the services cannot be justified in the first place and this is not so. The availability of such funds can be denied, but if this is done the consequences should be anticipated.
11. Parallel requirements generated the need for the special cleaning being done for the Signal Center and the Office of Special Activities, i.e., (a) special security considerations because of around-the-clock operations and sensitivity of exposed or displayed material, and (b) an operational need for above-standard char service in order to provide greater assurance for the operation of delicate, electronically operated equipment. Alternatives available to meet this special situation existed in (a) continuing GSA's less-than-satisfactory service and the necessity to close down operations (at least partially) in the presence of char personnel, (b) requiring operating personnel to perform their own special cleaning needs, or (c) resorting to an expedient though costly solution to using security-cleared labor personnel on an overtime basis. It was felt that best judgment was exercised in selecting the last of these alternatives.

#### CONCLUSIONS

12. No real economy would be effected in the Medical Staff's area by eliminating the reimbursable char service being furnished, thereby requiring skilled or professional personnel to perform such duties. It is believed this service should continue as it is being furnished and that the Logistics Services Division should budget for the funds and prepare the work orders essential to its continuation.

17. The special cleaning being done by staff employees in the Signal Center and OSA's Operations Room is being performed as an expensive and expedient measure, and that it should continue only until such time as a firm policy decision can be obtained regarding the budgeting and staffing responsibility necessary for a firm and continuing provision of service.
18. Finally, it would be inadvisable to lower these Agency maintenance requirements in order to avoid recurring expenses and reimbursements which at the most approximate \$26,000 per year.

RECOMMENDATIONS

19. The Logistics Services Division continue to budget and provide funds for special chair service to the Medical Staff.
20. The Logistics Services Division be authorized two additional laborers, GS-04, capable of satisfying the degree of security clearance required for the Office of Special Activities and Signal Center areas, and whose principal duties would be to perform the special chair service required.

ANGELO A. GARRISON  
Director of Logistics

Attachment:  
as stated

APPROVED: \_\_\_\_\_

Date \_\_\_\_\_

W. L. WHITE  
Deputy Director  
for Support

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(10 Feb 64)

TAB

ATTACHMENT

PERFORMANCE OF MAINTENANCE SERVICE  
IN THE HEADQUARTERS BUILDING

1. Clean Service

- a. General cleaning every day. Each clean person is required to clean 21,000 square feet a day. Normal GSA standard is for each clean person to clean 14,000 square feet a day.
- b. Each floor is scheduled to be scrubbed and waxed once every thirteen weeks or four times a year. At the present time GSA is over one month behind on this schedule. A contract was let to have the corridor floors in the building scrubbed and waxed within the next month. In addition, whenever there is a snow storm, the schedule falls farther behind since the majority of the snow removal crew is made up of inside personnel.
- c. Windows on the first, second and seventh floors are to be cleaned at least once a year. Windows on the third through sixth floors have never been cleaned or washed on the outside and there is no provision to do so in the immediate future. Contracts have been prepared for bid on the window cleaning for these floors, however, no bids have been received as yet.

2. Painting

- a. Painting is scheduled on a five-year program, during which time every part of the building should be painted. Public areas such as lobbies, reception areas, etc., are scheduled for repainting at least once every three years. The schedule for painting of the Headquarters building using Interior Space Design's new color scheme is being worked on now and will be started as soon as final approval is obtained.
- b. Since the Headquarters building is relatively new, no definite painting program has been followed to date. Painting has been accomplished as required rather than on a scheduled basis.

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2. Repairs (Walls, Floors, etc.)

There are no GSA standards presently in effect for repairs. Repairs are accomplished when a need is reported either by char force engineers or by Agency employees in the building. The area of complaint is then inspected by one of the building managers or assistants to determine if repairs should be done. As stated, there are no predetermined standards, with the inspector being sole determiner, on whether repairs should be undertaken.

3. Grounds

This is a GSA responsibility on which work has not been scheduled in the past, but has been scheduled for the future. At present, negotiations are under way with the National Park Service to maintain the grounds during the warmer months. However, if they determine they cannot take on this work, most of the detailed work will be contracted for things such as pruning, spraying, replacing shrubbery and trees, etc. Cutting of grass, cleaning, etc., is done by GSA personnel presently on board. New equipment has been ordered, such as a large sweeper to facilitate better and easier maintenance of the grounds. All essential work is accomplished according to a schedule.

4. Dusting and Polishing

GSA char personnel are expected to dust as a part of the general cleaning service. This is to include all office furniture and areas not higher than 70 inches. However, they do not clean any desks, tables, safes, filing cabinets, etc., on which there are any papers or books. They do no polishing of furniture under any circumstances.

5. Maintenance of Elevators, Escalators and Generators

This type of maintenance is performed on a regularly scheduled day-by-day basis and on an annual basis by local GSA personnel with representatives of the manufacturer involved. All maintenance, repair and replacement is scheduled over the long term.

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High Maintenance Standards

Director of Logistics

Deputy Director for  
Support

Chief, Logistics  
Services Division, OJ

APPROVAL

21:

1. The attached study examines the possibility of lowering Agency building maintenance standards as an economy measure. (Reference paragraph 4 of your memorandum to the Executive Director-Comptroller dated 15 January 1964, subject: Logistics Economy Measures, DD/S 04-0017.)

2. Your approval of the recommendations contained in paragraphs 15 and 16 of the study is requested.

JAMES A. BARRISON